Cracking the Code: The RPO Process that Brings the Best Business Results

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It's a proven fact. Having the right talent in the right roles is the key to an organization's financial success. All too often however, those in the talent acquisition space are too pressured by deadlines and cost cutting to effectively hire the best people who can grow the business long-term.

And while many HR leaders think they can save money by keeping all recruiting functions in house, it's a long-term strategy that could ultimately cost companies millions of dollars in terms of lost opportunity, due to less-than-stellar talent decisions.

As organizations realize the excessive time and money needed to keep up with latest recruiting tactics and technologies, more are turning to recruitment process outsource (RPO) partners like Korn Ferry.

Not just "recruiting", Korn Ferry's full-service approach provides insights across the talent spectrum, from supply and demand data to effective sourcing, validated job success profiles, compensation data and in-depth assessments.

Beyond delivering the talent that you need, our goal is to help demonstrate the strategic value that talent acquisition brings to your organization.

Getting the hire right, before fielding even one resume

You can't get the hire right if you don't know exactly what you're looking for and where to find it.

The recruiters on your team will compile supply and demand insights, a comprehensive list of competitors for the same talent, time-to-fill and cost-per-hire metrics, and compensation benchmarks pulled from Korn Ferry Pay, the largest pay database in the world. How? Your RPO team will leverage: the reward data on 20 million professionals, profiles of 8 million candidates, data from more than 25,000 organizations, and administration of 69 million assessments, using Korn Ferry Recruit technology that considers all of this IP when going to market on your behalf.

Research-based, proprietary Korn Ferry Success Profiles offer a complete picture of the ideal candidate. The 4,000 profiles are built from Korn Ferry IP using extensive assessment and job measurement data. You'll be able to visualize a best-fit candidate like never before, taking accountability, capability and identity into consideration.

The right mix of technology, talent and data

Korn Ferry combines decades of data expertise and insights with cutting-edge technology and experienced talent advisors to confidently meet hiring goals with quality candidates. AI-powered Korn Ferry Recruit, the engine behind our sourcing outreach, candidate management, and engagement reporting, helps streamline the recruiting process.

AI will help your recruiters to quickly and effectively drive sourcing efforts to target both active and passive candidates. Our AI technology is continually and actively learning, allowing the submittal of Gold Standard resumes.

And with the confidence that the best candidates are now in the pool, your team will have more time to work with both clients and candidates to create the best experience and to ensure that business needs and talent selection are closely aligned.

More than a (gut) feeling

Now that we have the short list of the most qualified candidates for roles that tie directly to your business needs, it's time to assess which person would be the absolute best fit. Korn Ferry's assessments take into consideration four key elements: skills and experiences (what a candidate "does") and their drivers and traits (who a candidate "is"). This helps your recruiter understand not only if a candidate has what it takes to fulfil the function of a particular role, but also how they will fit within the culture of an organization. For example, a person who is assessed as being very competitive may not be a great fit for an organization built on collaboration.

With assessment data in-hand, shortlisted candidates are then presented to the Hiring Manager along with a detailed interview guide aimed specifically at each candidate based on assessment outcomes.

The result of this end-to-end process? Clients have experienced reduced time to hire, powerful global reporting with customizable dashboards, greater insight into the talent market, reduced cost per hire with improved candidate and hiring manager satisfaction.

Success is impossible without great talent. So let's go find it together.

Taking On Total Talent

With Michael Wachholz, president of the Americas and global head of contingent workforce solutions, Alexander Mann Solutions

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president of the Americas and global head of contingent workforce solutions

The recruitment world has entered new era. With the advent of AI, machine learning, and advanced data analytics tools, HR professionals are now expected to deliver a hiring process that is modern, automated, and efficient. But even in this technology-focused climate, SHRM reports that creating a positive candidate experience is the top priority for organizations that wish to excel in their search for top talent.

As a result, total workforce solutions platforms have emerged to simplify the hiring and management of both contingent and full-time employees. These technologies aim to deliver a consistent experience to all workers while saving recruiters time and resources. Here, Michael Wachholz, president of the Americas and global head of contingent workforce solutions at Alexander Mann Solutions, shares some insights about how to leverage a total talent approach with a personalized touch for best hiring results.

Q: In a tight talent market, why is it important for organizations to take a holistic approach to hiring?

A: Finding, attracting, engaging, and retaining talent in a candidate's market is a challenge in nearly every industry, and to top that off, research shows at least half of all workers are set to be non-permanent by 2030 or sooner.

This disruption in the hiring landscape is compelling organizations to reconsider the traditional siloed approach to workforce management and to think about talent more holistically. A joined-up approach that leverages the best of both permanent and non-permanent talent engagement and acquisition strategies provides a consistent process for all candidates and gives organizations broader access to a fluid talent community.

Q: How can organizations position themselves to benefit from a total talent approach?

A: The key to achieving an all-encompassing talent solution lies in redefining the roles and responsibilities for all departments involved in hiring, from HR to procurement and from IT to marketing. All teams need to view the talent pool in a different way and reimagine the process of attracting and retaining critical skills in the business.

While this may be viewed as a challenge, it's just as much an opportunity for employers.

Establishing a total talent lens across an organization allows all parts of the business to tap into a broader population of skilled workers and access a deeper talent pool that was previously inaccessible.

For example, most organizations do not have an effective "alumni program" to re-engage with prior contingent workers because needs and candidate information are siloed and not shared across departments. With a total talent approach, employers can leverage the power of their company brand and network to avoid agency fees and hire someone who has already engaged with them.

Q: How can organizations effectively manage talent in this way? What is necessary for the change and success?

A: Technology has often been put on a pedestal as the "answer" for creating total talent solutions with the understanding that it will make processes more efficient by leveraging end-to-end by bots, AI, and other new digital platforms.

While technology is important, a successful shift to a total talent model can only be realized by increasing the value of candidates' connections to the companies with which they choose to engage for work. A technology balance needs to be achieved that allows for personalization and human connectivity. Anything that can be properly automated to drive value should be. But we cannot fall into the trap of over-reliance on technology. In addition, organizations need to carefully evaluate and select the most appropriate

technology stack to address their unique business needs.

Q: How does total talent improve the candidate experience?

A: As companies engage with a rapidly growing number of contingent workers, businesses have been faced with two seemingly different talent groups to engage: temporary workers and permanent employees. Both were treated as separate talent channels, requiring different strategies and engagement methods. As a result, an entirely different candidate experience has emerged along the way.

However, it has become increasingly clear that the differences between the two experiences should be reconsidered to attract and retain the best talent. In today's work environment, a temporary role can lead to a permanent one and vice versa. A change in circumstances can result in a full-time role becoming flexible, but the candidate experience shouldn't change just because the engagement model has shifted. The candidate-company relationship should be handled with the same care and attention regardless of how people choose to engage with organizations.

With a total talent approach, all candidates will be exposed to the same brand and experience, regardless of their employment model. As flexible workers inevitably become a more prominent part of our workforce, ensuring they are included in engagement strategies is crucial if companies are to be in the best position to compete for top talent.